

Bartlett Regional Hospital

Agenda
Governance Committee Meeting
Thursday, August 25, 2022; 12:00 p.m.

This virtual meeting is open to the public and may be accessed via the following link:

<https://bartletthospital.zoom.us/j/91595480968>

or call

888-788-0099 and enter webinar ID 915 9548 0968

- I. CALL TO ORDER
- II. ROLL CALL
- III. PUBLIC COMMENTS
- IV. APPROVAL OF THE AGENDA
- V. APPROVAL OF THE MINUTES – [July 14, 2022](#) (Pg. 2)
- VI. NEW BUSINESS
 - I. Board Attestation
 - II. [The Strategic Plan \(2.2 & 2.3\)](#) (Pg. 3)
- VII. OLD BUSINESS
 - I. [CEO Goals](#) (Pg. 5)
 - II. Board Self-Examination
- VIII. COMMENTS
- IX. ADJOURN

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Minutes

BOARD GOVERNANCE COMMITTEE MEETING

July 14th, 2022 – 12:00 p.m.

Zoom videoconference

CALL TO ORDER – Meeting called to order at 12:00 p.m. by Hal Geiger.

BRH BOARD & COMMITTEE MEMBERS (*) PRESENT – Hal Geiger* (Committee Chair), Iola Young*, Lisa Petersen*, Kenny Solomon-Gross (Board President), Max Mertz, and Mark Johnson.

BRH STAFF & OTHERS - Jerel Humphrey, Interim CEO, Kim McDowell, CCO, Tracy Dompeling, CBHO, Robert Tyk, Interim CFO, Dallas Hargrave, HR Director, and Megan Rinkenberger, Executive Assistant.

Ms. Young made a MOTION to postpone discussion of bylaws for the Physician Recruitment Committee until after the next Board of Directors Meeting. Mr. Geiger seconded, and it was approved.

Ms. Young made a MOTION to approve the minutes from March 15, 2022 and May 9, 2022. Ms. Petersen seconded and minutes were approved.

PUBLIC PARTICIPATION – None

GOALS, OBJECTIVES, and METRICS FOR THE NEW CEO

Mr. Geiger shared the “Bartlett CEO Goals, Objectives, and Metrics modified” document. This began by defining a goal as a statement of desired result or outcome, an objective as a step toward achieving that goal, and a metric as a measure of success in reaching an objective.

Following a discussion, it was decided that a top priority of the new CEO should be to stabilize senior leadership (4.2) by focusing on recruitment of a new CFO. Also noted as a priority was physician relation improvement. Ms. Young suggested: “Develop positive relationships with MedStaff through Assembly, community stake holders, community health care providers, and the media.”

Mr. Hargrave suggested utilizing standardized evaluation forms and metrics, specific goals that will likely change year to year as the CEO grows into the position, and 360° feedback from other senior leaders, board members, and direct reports. Mr. Tyk suggested that senior leaders get together and develop a list of goals from their experience across many different healthcare systems, and from what they’ve seen as Bartlett’s primary needs. They will review and take into consideration the developed strategic plan, and have a draft developed to submit to committee members for consideration before the next meeting. Mr. Hargrave will reach out to Kim Russel for an industry standard evaluation.

BOARD STRATEGIC PLAN (2.2 & 2.3)

2.2 – Develop proformas for additional service lines, change of use, and acquisitions to properly evaluate return on investment so the board can move decisively.

2.3 – Evaluate current BRH technology and industry best practices to prioritize replacement and identify new equipment needs.

These two initiatives that are owned by the Governance Committee require input from staff to committees. Scott Chille will be invited to the next meeting. Other departments and directors will be considered later.

BOARD COMMENTS AND QUESTIONS — None

NEXT MEETING: August 11th, 2022 at 12:00 pm, via Zoom

ADJOURNMENT: 12:51pm

1. Services: Develop, maintain, and grow a sustainable service portfolio that is responsive to community needs.		
	Initiative	Owner
1.1	Evaluate and expand affiliations and partnerships with other healthcare organizations.	Planning Committee
1.2	Develop a comprehensive telehealth department at Bartlett Regional Hospital to help develop new service lines.	Planning Committee
1.3	Recruit needed medical specialists.	Physician Recruitment Committee

2. Facility: Maintain a comprehensive campus. Address major replacement needs and options for future service lines and revenue growth.		
	Initiative	Owner
2.1	Develop a facility plan that provides for the efficient delivery of clinical services.	Planning Committee
2.2	Develop proformas for additional service lines, change of use, and acquisitions to properly evaluate return on investment so the board can move decisively.	1. Planning Committee 2. Governance Committee
2.3	Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.	Governance Committee

3. People: Create an atmosphere that enhances employee, physician, and stakeholder satisfaction to improve our ability to recruit and retain. Improve strategic alliances and communication to maintain a community continuum of care.		
	Initiative	Owner
3.1	Resolve electronic medical record system concerns.	1. Finance Committee 2. Quality Committee
3.2	Expand workforce development programs.	1. Planning Committee 2. Quality Committee
3.3	Explore feasibility of hospital run clinics and hospital employed providers.	1. Planning Committee 2. Finance Committee

4. Financial: Develop a revenue and net income stream that maintains cash reserves while facilitating above goals and objectives.		
	Initiative	Owner
4.1	Evaluate current guidelines to identify the number of days of unrestricted cash on hand that are required.	Finance Committee
4.2	Ensure Bartlett Regional Hospital has the proper executive team to manage finances and assure adequate financial controls.	Finance Committee
4.3	Monitor inflation, provider shortages, and labor shortages impact on budget.	Finance Committee
4.4	Evaluate service line impact on revenues.	Finance Committee

5. Quality and Safety: Provide excellent community centered care that improves outcomes, maximizes safety, improves access and affordability and is in compliance with national and state regulations.		
	Initiative	Owner
5.1	Stay current on technology and resources to facilitate risk management, data security, and employee safety.	Quality Committee
5.2	Develop quality initiatives that exceed accreditation and regulation requirements.	Quality Committee

6. Compliance: Continuously improve a robust, proactive compliance program at all levels while maintaining our strategic goals.		
	Initiative	Owner
6.1	Maintain a robust education and training program at all levels to assure compliance goals are achieved.	Compliance Committee

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Bob Tyk's Suggested Chief Executive Officer Goals:

1. Hire a Chief Financial Officer to stabilize the Senior Leadership Team
2. Evaluate current electronic medical record system and identify improvements to ensure it is serving all users
3. Expand profitable service lines
4. Evaluate the facility plan and determine if any revisions or changes are required

Other Goals That Have Been Considered:

1. Goal: Expand service lines through affiliations.
 - a. Objective: Consider at least three options for affiliations with an analysis and recommendation to the board for how to proceed.
Metric: Identification of specific lines to improve Bartlett Hospital patient care.